

**OPERATIONALIZATION OF THE COMPONENTS OF
STRATEGIC DIRECTION AT KCB GROUP LIMITED**

BY:

JOHN K. SIROREI

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY
OF NAIROBI**

OCTOBER 2012

DECLARATION

This strategic management research project is my original work and has not been submitted for any examination in any other university.

Signature _____

Date _____

JOHN K. SIROREI

Student Reg. No. D61/60338/2010

This strategic management research project has been submitted for examination with my approval as the university supervisor.

Signature _____

Date _____

DR. VINCENT MACHUKI

LECTURER

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

ACKNOWLEDGEMENTS

I acknowledge the highly valued guidance received from my project supervisor, Dr. Vincent Machuki who tirelessly gave his guidance even during the most difficult of seasons in life. May the Almighty God richly bless him!

DEDICATION

This work is dedicated to my loving wife Emily and my sons Lawrence and Ethan who greatly sacrificed my company and attention and therefore enabling my successful completion of this study.

ABSTRACT

This study sought to determine whether the strategic direction component at KCB Group Limited had been operationalized and to determine how these strategic direction components were being operationalized. The strategic direction components considered in the study were the organization's vision, the organization's mission and the organization's core values. The study adopted a two-pronged approach with the overall study being a case study done on KCB Group limited. However the research included a component of survey to gather responses from the general lower cadre workers in the organization, being informed by operations decision making roles made at the lower levels of the organization. An interview guide was used to collect data for the case study and questionnaires were used to collect data for the survey component of this study. Content analysis was used to analyze the interview responses while descriptive statistics was used to analyze data collected through use of questionnaires. Findings for this study were then deduced from analysis of both the case study and the survey. Findings from the case study and the survey to a large extent were consistent with each other. There was general consensus that the components of strategic direction at KCB Group limited had been operationalized to a large extent. Study findings also revealed that KCB Group limited relied on the Balanced Scorecard to operationalize its components of strategic direction. It is recommended that organizations should periodically evaluate the level at which organizations have operationalized the components of strategic direction and determine any gaps that may exist with the view of bridging the gaps and raising the level of operationalization of these components. It is also recommended that as an organization increasingly rely on suppliers and distributors in its value chain system, such an organization should consider sharing its strategic direction components with its selected partners and promote consistent high standards everywhere. Organizations should consider using the Balanced Scorecard to aid operationalizing the components of strategic direction. It is further recommended that unless otherwise justified, an interview guide alone be used for such a case study since the case study and the survey gave results that were generally comparable.

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ACRONYMS AND ABBREVIATIONS

BSC	Balanced Scorecard
CBK	Central Bank of Kenya
CSR	Corporate Social Responsibility
KCB	Kenya Commercial Bank
OE	Operational Effectiveness
SD	Standard Deviation
SWOT	Strengths Weaknesses Opportunities and Threats

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations do not operate in a vacuum. They operate in an environment that continuously change and with these changes come new opportunities that an organization can seize and new threats that can hurt the organization if not neutralized. Furthermore, organizations being open systems draw their inputs from the changing environment and then offload their output to the same dynamic environment (Porters, 1985; Ansoff and McDonnel, 1990; Pearce and Robinson, 2002; Thompson, Strickland and Gamble, 2007; Johnson and Scholes, 1999). It is therefore important for an organization to develop an appropriate strategic direction through clear articulation and operationalization of the organization's vision statement, mission statement and core values.

While an organization is operating in the present, its focus is in its desired future state. Economic goals that guide strategic direction of an organization reflect the organization's intention to secure survival through growth and profitability. Unfortunately, when the goal of survival like the goals of growth and profitability are neglected, organizations may focus on short-term aims at the expense of the long run (Pearce and Robinson, 2009). Organizations are usually expected to post good annual result because good current performance is essential in providing organizations with sufficient resources to invest in the organization's future. While organizations engage in the delivery of short term goals, there is therefore need to ensure that these short term goals fully support the overall strategic plans of the organization. Failure to effectively operationalize the

components of strategic direction can lead to an organization's focus on short term gains at the expense of its future health.

The KCB Group Limited has a strategic plan to grow its business progressively into the future and secure its future wellbeing. It has therefore put in place strategies that enable it achieve this long term goal. To enable KCB Group limited achieve this goal, it needs to position itself in its strategic agenda. Operationalizing the components of strategic direction at KCB Group Limited should enable the bank deliver on its strategy.

1.1.1 The Concept of Strategic Direction

In today's uncertain and ever-changing environment, strategy is all about making some very difficult decisions on a few parameters that are absolutely essential to an organization because they become boundaries within which people are given the freedom and the autonomy to operate and try things out. They also define the company's strategic position in its industry. Without clear decisions on these parameters, an organization will drift like a rudderless ship in the open seas (Thompson, et al., 2007). The result of the set few parameters determine the strategic direction of an organization that is further articulated and communicated through a company's vision statement, mission statement, core values and the organization's long term goals and which are part of the core components of strategic direction. It acts as a pointer as to where an organization should direct its efforts to a chosen path and towards the attainment of a particular goal. In order to be able to select an appropriate strategy for an organization, it is therefore necessary to first determine the strategic direction of the organization because setting strategic direction is the first step in the strategic management process (Ehlers and Lazenby, 2007).

An organization's strategic direction is anchored on its vision. The strategic vision of a company results from an organization's top management's views and conclusion about the company's direction and future product/market/customer/technology focus. A strategic vision therefore delineates management's aspirations for a business, providing a panoramic view of where the company is going and convincing rationale for why this makes good business sense for the company (Thompson, et al., 2007).

When developing a new business or reformulating direction for an ongoing organization, the organization's mission which comprises of the basic goals, characteristics and philosophies that will shape the organization's strategic posture has to be determined. The company's mission is defined as the fundamental unique purpose that sets a business apart from other firms of its type and identifies the scope of its operations in product and market terms (Pearce and Robinson, 2002).

For organizations to enjoy enduring success they must have core values and a core purpose that remain fixed while business strategies and practices endlessly adapt to its changing world. The dynamics of preserving the core and stimulating progress is the reason for turning organizations into elite institutions that are able to renew themselves and achieve superior long-term performance (Collins and Porras, 1996).

1.1.2 The Banking Industry in Kenya

The banking industry in Kenya is governed and regulated by the Companies Act, the Central Bank of Kenya Act CAP 491 and the Banking Act CAP 488. These Acts are used together with prudential guidelines issued by the Central bank of Kenya from time to time to regulate how banks in Kenya operate. 1995 saw the liberalization of banking in Kenya resulting in the lifting of exchange controls (Banking Act Chapter 488, 2011; Central Bank of Kenya Act Chapter 491, 2011; Central Bank Kenya Prudential Guidelines, 2006; Banking in Kenya, 2012).

The Central Bank of Kenya is tasked with the formulation and implementation of monetary and fiscal policies. It also is the lender of last resort in Kenya and doubles up as the banker to all other banks. The Central Bank of Kenya is mandated by Kenya's Central government to ensure the proper functioning of the Kenyan financial system, liquidity in the country and the solvency of the Kenya shilling. The Central Bank of Kenya falls under the Ministry of finance (Banking Act Chapter 488, 2011; Central Bank of Kenya Act Chapter 491, 2011; Central Bank Kenya Prudential Guidelines, 2006; Banking in Kenya, 2012).

As at July 2012, the banking industry in Kenya had 43 licensed commercial banks and 1 mortgage finance company. This count excludes the Central Bank of Kenya which is neither a commercial bank nor a mortgage finance company. To address issues that affect the Banking industry in Kenya, banks came together and formed a forum under the Kenya Bankers Association. Majority of the commercial banks operating in Kenya have a strategic management orientation in managing respective organizations. Sample checks

on the banks' websites resulted in confirmation that most banks have indeed published their strategic direction components such as vision, mission statement and values on their websites to varied degrees. Existence of these strategic direction components in a company is a key indicator to the practice of strategic management either implicitly or explicitly (Banking Act Chapter 488, 2011; Central Bank of Kenya Act Chapter 491, 2011; Central Bank Kenya Prudential Guidelines, 2006; Banking in Kenya, 2012).

1.1.3 KCB Group Limited

KCB Group Limited entered the Kenyan banking industry in 1896 then operating as the National Bank of India. The bank has for over a century now evolved to become the bank with the largest branch network in Kenya, the only bank that has its branch network covering all the East African Community member states and the bank that in 2011 generated a profit before tax of Kshs. 15.1 billion which was the highest in the banking industry in Kenya. KCB Group has also utilized advancements in technology to reach out to its customers at every part of the world (KCB Group Limited Annual results, 2011; The KCB Story, 2012).

The vision statement of KCB Group limited as at October 2012 was to be the preferred financial solutions provider in Africa with a global reach while its mission statement is "To drive efficiency whilst growing market share in order to be the preferred financial solutions provider in Africa with global reach". Its immediate former mission statement that was in use until the year 2011 was "To grow our existing business whilst building the platform to be the preferred Financial Solutions Provider in Africa with Global Reach". The core values that give direction at KCB Group limited are; putting the customer first,

working together as a team, being professional in everything we do, a willingness to change and caring for the community (KCB Internal Communications, 2010-2011; The KCB Story, 2012).

Before the year 2001, KCB Group limited then operating as Kenya Commercial Bank Limited had not embraced the formal strategic management approach to managing organizations that require the development and use of strategic direction components. At the time, KCB did not have any of the strategic direction components such as a vision statement, a mission statement and core values. After the year 2001, KCB Group Limited's top management adopted a formal strategic management approach to managing the organization. KCB Group limited has since generally maintained and refined its core values while periodically revising its mission and vision statements. It is worth noting that the leadership of KCB Group limited has always kept updating its management orientation to what is considered to be the best management practice at any given point in time. The current management orientation at KCB is the strategic management approach to managing an organization (KCB Annual Results, 1990-2011; KCB Internal Communications, 1990-2011).

1.2 Research Problem

Due to the uncertain and the ever-changing nature of the environment that organizations operate in, it is becoming increasingly important for organizations' workforce to be fully empowered to adopt the organization to these changes continuously and without incurring risky delays resulting from non-empowerment. To achieve this empowerment goal, senior management of organizations must clearly articulate and effectively communicate the organization's strategic direction components that guide in delivery of

its long term goals. An organization can only reap maximum benefits from its strategic direction components if these components are fully operationalized, that is when all managers and workers of the organization live by the prescribed strategic directional components. Long term and short term goals formulation, implementation and control efforts must therefore be fully guided by and aligned to all the components of strategic direction. There should also be flexibility for top management of an organization to review strategic direction components where necessary.

KCB Group Limited has strategic direction components that include a vision, a mission, core values and a strategic plan. Given that organizations cannot operate on only stating and documenting these strategic direction components, it will be critical to have these components guide the organizations long term planning, short term planning and the day to day operations of the organization. It will therefore important to test on whether the components of KCB group Limited have been well articulated, effectively communicated to the entire workforce, widely shared by the entire workforce and consciously used by the entire workforce to make all business related decisions.

Previous studies have been done in Kenya on strategic management (Aosa, 1992; Awino, 2001; Machuki, 2005, among others). Aosa (1992) concentrated on empirical investigation of aspects of strategy formulation and implementation within large, private manufacturing companies in Kenya, Awino (2001) studied on effectiveness and problems of strategy implementation of financing higher education in Kenya by the Higher Education loans Board while Machuki (2005) concentrated on challenges to strategy implementation at CMC motors group limited. Most of these studies have largely concentrated on aspects of strategy formulation, strategy implementation, effectiveness

thereof and challenges emanating from these processes. While studies on strategy implementation have aspects of the components of strategic direction, no study has specifically been carried out on the operationalization of the components of strategic direction even within the context of KCB Group. Mugira (2009), Kahigu (2006) Kiptugen (2003) among others have done various studies on the context of KCB Group Limited.

None of the above cited studies was on the concept of operationalization of the components of strategic direction. Furthermore, no other studies were available on this concept in Kenya. A research gap therefore existed because no study had been carried out in Kenya on the operationalization of the components of strategic direction at KCB Group Limited or on any other context. This study was therefore intended to fill this identified knowledge gap. How has KCB Group Limited operationalized its components of strategic direction?

1.3 Research Objectives

This study sought to determine how KCB Group Limited had operationalized its components of strategic direction.

1.4 Value of the Study

Findings of this study sought to benefit managers of KCB Group limited by providing feedback on the level at which the bank has operationalized its components of strategic direction. Other practicing managers would also draw lessons from the study findings.

Findings of this study sought to contribute towards industry policy formulation by way of giving input on the need to effectively operationalize strategic direction components to

the benefit of stakeholders. The Kenya's ministry of finance, the Central Bank of Kenya and the Kenya Bankers Association are key stakeholders in formulating policies for the banking industry in Kenya.

The findings of this study sought to contribute to the existing strategic management literature and more specifically to the components of strategic direction. Researchers and academicians were expected to use the study findings as reference during future studies on the operationalization of the components of strategic direction.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter gives a detailed review of literature on the need to operationalize the components of strategic direction in organizations. It explains through the existing body of knowledge why it is not sufficient to only formulate strategic direction components, that these strategic direction components should be well articulated, effectively communicated and that the entire organization lives both by word and deed on these components of strategic direction.

2.2 Strategic Management

Strategic management involves the application of strategic management process to managing and providing leadership to organizations. An organization begins the strategic management process by first developing a vision statement, a mission statement and core values that provide direction to the organization. This is what constitutes the components of strategic direction in this study. Secondly, an organization carries out its SWOT analysis to identify strengths and weaknesses inherent in the organization and what its external environment presents in terms of opportunities and threats. An organization then develops potential strategies for implementation and from the list the strategies developed, the organization selects the best strategies for implementation based on the already defined components of strategic direction and the organization's SWOT analysis. The fourth step in the process involves developing the organization's long term goals also referred to as the organization's strategic plan and which are typically long-term plans spanning three or more years (Ehlers and Lazenby, 2007).

Strategy implementation can be defined as the process that turns strategic plans into a series of action tasks, and ensures that these tasks are executed in such a way that the objectives of the strategic plan are achieved (Ehlers and Lazenby, 2007, p. 212). To implement an organization's long term goals, the long term goals are translated into functional one year short term goals. These functional short term goals are further translated into departmental and individual short-term goals. All short-term goals are typically developed to be in full support of the organization's long term goals and the organization's chosen strategies. Short-term objectives, functional tactics and policies are instrumental in the strategy implementation process while leadership, organization culture, reward systems, structure and resource allocation are critical drivers for strategy implementation (Ehlers and Lazenby, 2007).

Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value (Porter, 1996). Porter (1996) also reiterates that operational effectiveness is not strategy and that though operational effectiveness is necessary, it was not sufficient. Operational effectiveness and strategy are both essential to the superior performance of an organization. Porter (1996) further emphasizes that constant improvement in operational effectiveness is necessary to achieve superior profitability. However, it is not usually sufficient. Few companies have competed successfully on the basis of operational effectiveness over an extended period, and staying ahead of rivals gets harder every day. The most obvious reason for that is the rapid diffusion of best practices. Competitors can quickly imitate management techniques, new technologies, input improvements, and superior ways of meeting customers' needs. The most generic solutions which can be used in multiple settings

diffuse the fastest. Witness the proliferation of Operational Effectiveness (OE) techniques accelerated by support from consultants. With OE competition shifts the productivity frontier outward, effectively raising the bar for everyone. But although such competition produces absolute improvement in operational effectiveness, it leads to relative improvement for no one (Porter, 1996).

2.3 Strategic Direction

Watkins (2008) asserts that too many leaders feel that they don't have a choice on the need to have an organization shared statement of vision. Furthermore being visionary is often equated with creating and communicating a vision statement. Watkins (2008) further observes that feeling the pressure to prove they have what former President George H. W. Bush famously termed 'the vision thing', leaders drag their staff through formal visioning sessions. The resulting empty exercises yield vision statements to which employees periodically genuflect, but they have no operative meaning. The net result is anti-inspirational. The purpose of vision, after all, is to inspire and therefore vision provides motivation through inspiration. There are the situations where you are leading a part of a larger organization that already has a vision statement. Here it rarely makes sense to create a separate vision statement for your own unit because layers of vision statements rarely add up to something that inspires (Watkins, 2008).

Visioning is part (along with incentives) of what leaders do to motivate people in the organization to engage in above average effort. Inspiration is one key element of the why should people get excited about this dimension of establishing strategic direction (the other is incentives). An effective statement of vision provides an inspiring portrait of what it will look like and feel like to achieve the organization's mission and goals. It

crystallizes an emotional connection between employees and the business. Critically, a formal statement of vision is not an end in itself. It is both the product of and a symbol of a process of generating shared understanding and shared commitment among employees (Watkins, 2008).

Corporations love authoring mission statements because they help an organization figure out its purpose, and help employees work toward that goal. But if management fails to create commitment to the statement, then action toward the statement cannot occur. In order to make your mission statement happen, you must complete the following five steps; iteration, awareness, understanding, commitment and action. The initial writing of the statement can be easy, but making others aware of it, and having them make a commitment to it, are critical steps in the process. Finally, action can take place only when the organization regularly reviews its progress toward the mission, and have employees' total buy-in to the mission and its goals (Brown, 1997).

Many organizations have statements of mission and values. Unfortunately, most of them sound alike. Who could quibble with the importance of respect or customer focus? Values statements can seem like passive decoration for walls and the Web, easily ignored. And the words don't really tell anyone what to do in any specific sense (Kanter, 2010). But that doesn't mean that values don't matter. In organizations that Kanter (2010) calls supercorps which are innovative, profitable, and responsible companies, there is widespread dialogue about the interpretation and application of values which enhances accountability, collaboration, and initiative.

Kanter (2010) prescribes ten essential ingredients that make values work to produce organizational value. According to Kanter (2010) the first ingredient is that values are a priority for leaders, invoked often in their messages and on the agenda for management discussions. Secondly, the entire work force can enter the conversation; employees are invited to discuss or interpret values and principles in conjunction with their peers, who help ensure alignment. Thirdly, principles are codified, made explicit, transmitted in writing in many media, and reviewed regularly to make sure people understand and remember them. Fourthly, statements about values and principles invoke a higher purpose, a purpose beyond current tasks that indicates service to society. This purpose can become part of the company's brand and a source of competitive differentiation. Fifthly, the words become a basis for on-going dialogue that guides debate when there is controversy or initial disagreement. Decisions are supported by reference to particular values or principles.

The sixth ingredient is that principles guide choices, in terms of business opportunities to pursue or reject, or in terms of investments with a longer time horizon that might seem uneconomic today. The seventh ingredient is that as they become internalized by employees, values and principles can substitute for more impersonal or coercive rules. They can serve as a control system against violations, excesses, or veering off course. The eighth ingredient is that actions reflecting values and principles, especially those difficult choices which become the basis for iconic stories that are easy to remember and retell, reinforcing to employees and the world what the company stands for. Ingredient number nine is that values are aspirational, signaling long-term intentions that guide thinking about the future. Lastly, principles, purpose, and values are discussed with

suppliers, distributors, and other business partners, to promote consistent high standards everywhere (Kanter, 2010).

Kanter (2010) further emphasizes that it is not the words that make a difference, it is the conversation. Frequent discussion about organizational values can be engaging and empowering. The organization becomes a community united by shared purpose, which reinforces teamwork and collaboration. People can be more readily relied on to do the right thing, and to guide their colleagues to do the same, once they buy into and internalize core principles. People can become more aware of the drivers and impact of their behavior. And, as observed in leading companies, active consideration of core values and purpose can unlock creative potential (Kanter, 2010).

2.4 Components of Strategic Direction

The components of strategic direction include the organization's vision statement, mission statement and the organization's core values. Other components that can also be considered as part of the components of strategic direction include strategic intent and a core purpose. In order to be able to select an appropriate strategy for an organization, it is first necessary to determine the strategic direction of the organization. Setting strategic direction is the first step in the strategic management process (Ehlers and Lazenby, 2007)

For organizations to enjoy enduring success they must have core values and a core purpose that remain fixed while business strategies and practices endlessly adapt to its changing world. The dynamics of preserving the core and stimulating progress is the reason for turning organizations into elite institutions that are able to renew themselves and achieve superior long-term performance. Studies on such organizations as in the

Built to Last: Successful Habits of Visionary Companies found out that such organizations outperformed the general stock market by a factor of 12 since 1925 (Collins and Porras, 1996).

Strategic intent is another component of strategic direction which usually incorporates stretched targets and which force companies to compete in innovative ways. In their McKinsey Award winning article, Hamel and Prahalad (2005) described four techniques that Japanese companies use. The techniques include building layers of advantage, searching for loose bricks, changing the terms of engagement, and competing through collaboration.

2.5 Operationalization of the Components of Strategic Direction

Operationalizing the components of strategic direction begins by first developing and well articulating the organization's vision statement, mission statement and core values. These strategic direction components are then effectively communicated and widely shared amongst the organization's workforce. An organization then develops its long term goals while being guided by the developed strategic direction components. The long term objectives are then translated into organization's short term objectives ensuring that strategic direction components are taken into consideration (Ehlers and Lazenby, 2007; Thompson, et al., 2007; Collins and Porras, 1996; Kanter, 2010; Brown, 1997; Watkins, 2008; Porter, 1996).

For an organization to realize its vision and accomplish its mission it will have to deliver on its set long term goals and short term goals within the parameters set out in the organization's components of strategic direction. In this regard therefore, the day to day

strategic and operational decisions and actions should be in line with the organization's vision statement, mission statement and core values (Ehlers and Lazenby, 2007; Thompson, et al., 2007; Collins and Porras, 1996; Kanter, 2010; Brown, 1997; Watkins, 2008; Porter, 1996).

A brilliant strategy, blockbuster product, or breakthrough technology can put an organization on the competitive map, but only solid execution can keep an organization there. In Neilson, Martin and Powers (2008) online assessment of organizations' capabilities, a process that generated a database of 125,000 profiles representing more than 1,000 companies, government agencies, and not-for-profit organizations in over 50 countries, respondents drawn mainly from executive ranks, employees at three out of every five companies rated their organization as being weak at execution. Execution is the result of thousands of decisions made every day by employees acting according to the information they have and their own self-interest. The four identified fundamental building blocks that executives can use to influence those actions. The building blocks are; clarifying decision rights, designing information flows, aligning motivators, and making changes to structure (Neilson, et al., 2008).

In efforts to improve performance, most organizations go right to structural measures because moving lines around the organization chart seems the most obvious solution with the changes being visible and concrete. Such steps generally reap some short-term efficiency quickly, but in so doing address only the symptoms of dysfunction, not its root causes. Several years later, companies usually end up in the same place they started. Structural changes can and should be part of the path to improved execution, and it's best to think of it as the capstone, not the cornerstone, of any organizational transformation.

Past research show that actions having to do with decision rights and information are far more important that is about twice as effective as improvements made to the other two building blocks. In addressing organization structure alone, management of organizations attacks the visible symptoms of poor performance but not the underlying cause which include how people make decisions and how they are held accountable. In this situation, managers do not have a clear sense of their respective roles and responsibilities. They further do not intuitively understand which decisions are within their call to make. Moreover, the link between performance and rewards is found to be weak. Such an organization ends up micromanaging, practicing second-guessing, and becomes short on accountability. Neilson, et al (2008)in their study, found out that middle level managers spent 40% of their time justifying and reporting upward or questioning the tactical decisions of their direct reports (Neilson, et al., 2008).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that was used to achieve the objectives of this study.

3.2 Research Design

The study used triangulation method. Jick (1979) quotes Denzin (1978) as having broadly defined triangulation as the combination of methodologies in the study of the same phenomenon. Jick (1979) further gives Smith (1975) explanation that the triangulation metaphor originates from navigation and military strategy that uses multiple reference points to locate an object's exact position. That, given basic principles of geometry, multiple viewpoints allow for greater accuracy and that research work can also have improved accuracy of judgments by collecting different kinds of data bearing on the same phenomenon.

To enable the study to achieve its objectives, the study used a two-pronged approach involving the use of a case study targeted at the management of the organization and the use a survey to gather data on the study from other respondent's within the organization. The case study approach was used because it enabled the researcher to get an in-depth understanding of the study. A case study design is most appropriate where detailed analysis of a single unit of study is desired to provide focused and detailed analysis to phenomenon that may otherwise be unclear. This is advocated by (Kothari, 1990) who acknowledges that a case study is a powerful form of qualitative analysis which involves a careful and complete observation of a social unit regardless of unit under study.

Due to aspects of delegation and employees empowerment that at times stretch to the lower ranks of an organization structure and where non-management staff are given authority to make certain operational decisions, it was important for this study to test such operational decisions at all levels to confirm whether they are in line with organization's strategic direction components. This phenomenon made it necessary for the study to also include a survey that covers workers of the single unit of study, that is, within KCB Group Limited.

3.3 Population

The case study component of this study did not require a population size. The survey component of this study however required the population component. The latest KCB group employees' headcount as at May 2012 stood at 4,761 employees. Out of this population, approximately 1711 employees are based in Nairobi. The population that was considered for the survey was 1711, being employees stationed within Nairobi and which include management staff. Management staff in this study refers to employees who hold management positions and have direct reports (KCB Group Headcount, 2012).

3.4 Sampling Size

The case study component of this study did not have a sample size requirement. The survey component of this study however required a sample size. The population that was considered for the survey was from the approximately 1711 employees stationed within Nairobi. This number included management staff. Management staff in this study refers to employees who hold management positions and have direct reports. The approximate ratio of management staff to employees not being considered as management staff and

stationed in Nairobi in this study is approximately 1:5. Using this ratio, the number of non-management employees that formed the population of interest was therefore 1,426.

Using sample sizes of previous similar studies, a sample size which is approximately 10% to 20% of the population of interest was considered appropriate. The study randomly selected 150 respondents from the population of interest which is 10.5% of the total population of interest as respondents.

3.5 Data Collection

This study used a two-pronged approach to collect data. The researcher used both secondary data and the use a structured interview guide to collect data for the case study component of the study. Parasuraman (1986) recommended the use of personal interviews noting that personal interviews yield the highest quality and quantity of data compared to other methods because supplementary information can be collected in the course of the interview.

For the survey component of this study, the researcher used a structured questionnaire to collect data from the workers of the single unit of study. To contain the budget of the study with respect to time and money, respondents' geographical scope of the survey was set as Nairobi area.

3.6 Data Analysis

Data analysis for this study took a two-pronged approach geared towards providing an answer to the research question. For the case study component of this study, content analysis was used to analyze data collected through the use of interview guide. All the data that was collected during the interview was brought together and then the main

themes of the interview responses were picked out from all interview data. Areas where different managers gave conflicting stand on issues relating to this study was also picked out.

Data collected from the survey were subjected to descriptive statistics analysis. Microsoft Excel was used to analyze data collected through use of questionnaires and which resulted in giving statistics of each question contained in the questionnaires returned by respondents. Resultant statistics included percentages of responses, the mean of each category of response to questions and respective standard deviations were drawn from the raw data.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This study sought to determine whether the strategic direction components of KCB Group limited were being operationalized and to determine how the KCB Group Limited has operationalized its components of strategic direction. This chapter therefore presents an analysis of data collected for this study and discussions on resultant findings.

Data analysis for this study used a two-pronged approach. Both data collected from the use of interview guide and questionnaires were analyzed. Secondary data collected also formed part of the analysis. The survey component of the study and subsequent analysis resulted from aspects of delegation and empowerment which resulting in non-management employees being given decision making roles within their areas of jurisdiction, the study incorporated a survey targeting workers of KCB Group limited to determine the level of operationalization of the components of strategic direction in their daily operational duties. This survey was therefore limited to ascertaining on whether the components of strategic direction were being operationalized at the lower ranks of KCB Group limited.

Seven respondents drawn from the management cadres of KCB Group limited were interviewed. Interviews carried out involved a mix of respondents from senior management, middle level management and the lower level management. These

respondents were drawn from the KCB Group limited strategy team, operations unit, information technology unit, corporate and the retail unit.

For the survey component of this study, 150 questionnaires were distributed to non-management employees of KCB Group limited using the drop and pick method. Only 44 respondents out of the targeted 150 respondents completed and returned the questionnaires for analysis. This represented a 29% survey response rate. Most of the targeted respondents that failed to return dully completed questionnaires claimed that they had forgotten to complete the questionnaire or did not have time to complete the questionnaire. The survey respondents were drawn from a mix of functions within the KCB group limited and included respondents from the organization’s branch network, operations, retail, information technology, finance, marketing and logistics. The tables 4.1 to table 4.4 below give detailed demographics of survey respondents.

Table 4.1 Gender of Respondents

Gender	Number of respondents	Cumulative frequency
Male	20	20
Female	23	43
Unknown	1	44

Source: Research Data

One of the respondents did not indicate his or her gender in the questionnaire.

Table 4.2 Age of Survey Respondents

Age in years	Number of respondents	Cumulative frequency
18 - 30	19	19
31 - 40	17	36
41 - 50	8	44
Above 50	0	44

Source: Research Data

Table 4.3 Highest Level of Education of Survey Respondents

Education Level	Number of respondents	Cumulative frequency
Secondary school / High school	9	9
Undergraduate Degree	22	31
Postgraduate Degree	13	44
MBA Degree	11	-

Source: Research Data

Table 4.4 Length of Employment of Survey Respondents

Length of employment	Number of respondents	Cumulative frequency
1 – 5 years	26	26
6 – 10 years	8	34
Over 10 years	10	44

Source: Research Data

This chapter presents study findings on the KCB Group Limited strategic direction. It presents findings on the operationalization of the organization’s vision, mission and core values. This chapter finally discusses the study findings in relation to the context theory and other empirical studies.

4.2 KCB Group Limited's Strategic Direction

The strategic direction of KCB Group limited is communicated through the organization's vision statement and mission statement. The vision statement of KCB Group limited as at October 2012 was to be the preferred financial solutions provider in Africa with a global reach while its mission statement was "To drive efficiency whilst growing market share in order to be the preferred financial solutions provider in Africa with global reach". Its immediate former mission statement that was in use until the year 2011 was "To grow our existing business whilst building the platform to be the preferred Financial Solutions Provider in Africa with Global Reach". Details of the strategic plan for KCB Group Limited is beyond the scope of this study and has therefore not been included as part of this discussions.

It was observed that KCB Group limited heavily relied on the Balanced Scorecard as the organization's major annual strategic planning, strategy implementation and strategy control tool. Built into the organization's Balanced Scorecard were declarations of the organization's vision statement and mission statement and that was found to appear in all individual balanced scorecards. Each individual balanced scorecard was found to contain either the exact or a translation of the organization's vision and mission statement, which was a customization of the vision and mission statement to the job holder's role in supporting the organization's long term goals. It was further observed that the process of developing annual operational plans and documenting the plans in the Balanced Scorecards begun from top management and cascaded down the organization's hierarchy. The CEO of the organization developed the organization's long term strategic plan and then developed his individual annual balanced scorecard (also referred to as annual plans)

from the long term strategic plan. The individual Balanced Scorecards documented individual plans that were observed to contain individual targets derived from and that were in support of the organization's overall goals.

To ensure action towards delivering the organization's strategic plan and by extension the organization's strategic direction, KCB Group limited annually evaluated the performance of each individual in the organization against the individual annual targets and rewarded good performance. Rewards made were in the form of performance bonuses and issuance of shares options. For exemplary one off performances during the year, the organization recognized such workers by giving them celebrated snap awards and recognitions during well attended group meetings.

To enable KCB Group limited to realize its vision of becoming the preferred financial solutions provider in Africa with a global reach and to attain its mission of grow in its existing business whilst building the platform to be the preferred Financial Solutions Provider in Africa with Global Reach, the bank invested in the acquisition of a more versatile core banking system, the T24 System that enabled it to offer more financial services to its diaspora clients besides customers within its traditional geographical presence. The old and retired banking system limitations were also overcome by the new T24 system which enabled the bank to expand its branch network to new markets, becoming a catalyst for local and regional expansion.

It was observed that KCB Group limited deployed resources such as human resources and financial resources in line with its growth strategy. Employees were recruited on a per need basis and deployed based on the strategic agenda. Financial resources were

allocated upon approval based on significance of each spend towards the attainment of organizations overall goals whereby a cost benefit analysis was always required for each planned expenditure.

KCB Group limited invested in its workforce through selected trainings offered to employees that were geared towards raising service standards given to its customers, improving productivity levels, sharpening managers' leadership skills, inspiring organization culture change, creating awareness of the KCB Group limited vision, mission, core values, championing the organization's code of ethical business conduct and creating awareness on how to effectively use the balanced scorecard. It was further observed that KCB Group limited had invested in the development of new products such as Mobi bank while improving existing products and invested in the marketing of its range of products to enable the organization grow its market share.

4.3 Operationalization of the Components of Strategic Direction at KCB Group Limited

The management of KCB Group limited considered the use of the balanced scorecard as an effective tool to communicate the organization's mission and goals and gaining employees' total buy-in through active participation. Fundamental to this tool's effectiveness was the linking of the organization's reward system to individual employees' balanced scorecard performance and the application of the 360° management performance feedback.

From management interviews carried out, the management of KCB group limited reiterated on the need to operationalize the organization's vision, mission and core values

which are the strategic direction components under study. All management staff interviewed were unanimous that strategic direction components need to be operationalized.

The KCB Group limited management was also of the opinion that the organization's vision, mission and core values have been operationalized. The management team through interview responses further indicated that the organization's core values had been better operationalized compared to the vision and the mission of the organization. Organization culture was pointed out as what required a shift to enable increased operationalization of the KCB Group limited vision and mission.

KCB Group limited heavily relied on the Balanced Scorecard as the organization's major annual strategic planning, strategy implementation and strategy control tool as acknowledged by the management of KCB Group limited. Built into the organization's Balanced Scorecard were declarations of the organization's vision statement and mission statement and that was found to appear in all individual balanced scorecards. Each individual balanced scorecard was found to contain either the exact or a translation of the organization's vision and mission statement, which is a customization of the vision and mission statement to the job holder's role in supporting the organization's long term goals. It was further observed that the process of developing annual operational plans and documenting them in the Balanced Scorecards begun from top management and cascaded down the organization's hierarchy. The Balanced Scorecard documented individual plans that were observed to contain individual target derived from and that were in support of the organization's overall strategic goals.

4.3.1 Operationalization of the Vision

The vision statement of KCB Group limited as at October 2012 was to be the preferred financial solutions provider in Africa with a global reach. The management of KCB Group limited is of the view that the organization's vision has already been operationalized. When asked on whether the vision statement of KCB Group limited needs to be operationalized, one of the managers said the following; "Yes and indeed it is already operationalized". Some of the managers were of the opinion that though the organization's vision is operationalized, it is not fully operationalized. One manager point out that a culture change was required to fully operationalize the vision of the organization.

Findings from the survey revealed that employees of KCB Group limited to a large extend knew and applied the organization's vision statement. Details of the survey findings are shown in table 4.5 and table 4.6

Table 4.5 Knowledge of Vision Statement by Employees

Statement				Mean	SD
I know the vision statement of KCB Group	Response	Frequency	Percentage	4.68	0.74
	Strongly Disagree	1	2.3%		
	Disagree	0			
	Moderately Agree	0			
	Agree	10	22.7%		
	Strongly Agree	33	75%		
	Total	44	100%		
I can accurately recite word for word the KCB Group vision statement	Response	Frequency	Percentage	4.02	0.58
	Strongly Disagree	4	9.09%		
	Disagree	4	9.09%		
	Moderately Agree	1	2.27%		
	Agree	13	29.54%		
	Strongly Agree	22	50%		
	Total	44	100%		

Source: Research data

Table 4.6 Vision Guiding Operational Decisions

Statement				Mean	SD
I am always guided by the KCB Group’s vision statement when making all operational decisions	Response	Frequency	Percentage	4.09	0.6
	Strongly Disagree	3	6.81%		
	Disagree	5	11.36%		
	Moderately Agree	3	6.81%		
	Agree	7	15.9%		
	Strongly Agree	26	59%		
	Total	44	100%		
Operational decisions that I make for KCB are not required to be in line with the vision of the company	Response	Frequency	Percentage	2.39	0.52
	Strongly Disagree	15	34%		
	Disagree	17	38.6%		
	Moderately Agree	0	0%		
	Agree	4	9%		
	Strongly Agree	8	18.18%		
	Total	44	100%		
Everyone I know at KCB Group endeavors to provide the best services to KCB Group customers	Response	Frequency	Percentage	3.2	0.48
	Strongly Disagree	3	6.8%		
	Disagree	5	11.36%		
	Moderately Agree	16	36%		
	Agree	20	45.45%		
	Strongly Agree	0	0%		
	Total	44	100%		

Source: Research data

It was observed that the management of KCB Group limited considered the bank’s vision statement as one that is able to provide effective inspiration to its workforce, motivates employees for above average effort and bring about a shared understanding and commitment among employees. Management was however not in agreement as to whether the vision statement emotionally connected the KCB Group limited employees to the business.

Survey findings of this study revealed that the organization’s vision positively inspired workers of KCB Group limited. Furthermore, the organization’s vision was considered

appropriate and was not only meant for the organization’s senior management team but for the entire workforce. Details of the findings are as indicated in table 4.7 and 4.8

Table 4.7 Inspiration of the Vision Statement to Organization Employees

Statement				Mean	SD
I am inspired by the organization’s vision statement to engage in above average efforts	Response	Frequency	Percentage	3.29	0.48
	Strongly Disagree	0	0%		
	Disagree	12	27.27%		
	Moderately Agree	7	15.9%		
	Agree	25	56.8%		
	Strongly Agree	0	0%		
	Total	44	100%		

Source: Research data

Table 4.8 Relevance of Vision Statement

Statement				Mean	SD
KCB Group vision is appropriate for the bank	Response	Frequency	Percentage	4.47	0.69
	Strongly Disagree	4	9.1%		
	Disagree	0	0%		
	Moderately Agree	0	0%		
	Agree	7	15.9%		
	Strongly Agree	33	75%		
	Total	44	100%		
KCB Group vision statement is only meant for senior management’s use	Response	Frequency	Percentage	1.97	0.59
	Strongly Disagree	25	56.8%		
	Disagree	7	15.9%		
	Moderately Agree	6	13.6%		
	Agree	0	0%		
	Strongly Agree	6	13.6%		
	Total	44	100%		

Source: Research data

It was however noted that the employees of KCB Group limited believed that they fully supported the KCB Group vision irrespective of means used to achieve the annual targets.

This could be an indication of lack of understanding on the part of respondents that not all the means of achieving targets support the long run concern of the organization. Table 4.9 gives details of this finding.

Table 4.9 Relevance of Means to Achieving Annual Targets

Statement				Mean	SD
If I manage to achieve my annual targets regardless of how I achieve these targets, then I definitely am fully supporting the KCB Group's vision	Response	Frequency	Percentage	3.23	0.48
	Strongly Disagree	5	11.36%		
	Disagree	11	25%		
	Moderately Agree	8	18.18%		
	Agree	9	20.45%		
	Strongly Agree	11	25%		
	Total	44	100%		

Source: Research data

When employees of KCB Group limited were faced with resource constraints, they were more likely to utilize the limited resources available for short term gains which could at times be at the expense of the long run concern of the organization. Table 4.10 gives details of this finding.

Table 4.10 Short Term and Long Term Concern Consideration

Statement				Mean	SD
I would rather use the limited resources available at my disposal to raise my unit's quarterly revenue instead of investing in potential future revenue streams - after over 1 year revenue	Response	Frequency	Percentage	3.32	0.48
	Strongly Disagree	12	27.27%		
	Disagree	3	6.8%		
	Moderately Agree	5	11.36%		
	Agree	7	15.9%		
	Strongly Agree	17	38.6%		
	Total	44	100%		

Source: Research data

The survey component of this study revealed that majority of the workers at KCB Group frequently shared stories with workmates on how the organization’s vision assisted in determining what was to be done against varied options available. Table 4.11 gives details of this finding.

Table 4.11 Sharing of Vision Stories Action Within Organization

Statement				Mean	SD
We frequently share stories with fellow workmates on how KCB Group vision assisted in determining what was to be done amongst varied options	Response	Frequency	Percentage	3.43	0.49
	Strongly Disagree	4	9.09%		
	Disagree	0	0%		
	Moderately Agree	15	34.09%		
	Agree	23	52.27%		
	Strongly Agree	2	4.54%		
	Total	44	100%		

Source: Research data

More than half of respondents believe that the choice of functional tactics is not influenced by KCB Group limited vision statement. This finding stands to be true for KCB Group limited unless respondents did not understand the concept of functional tactics. Table 4.12 gives details of the finding.

Table 4.12 Influence of Vision on Functional Tactics

Statement				Mean	SD
Choice of functional tactics is not influenced by KCB Group vision statement	Response	Frequency	Percentage	2.86	0.48
	Strongly Disagree	0	0%		
	Disagree	20	45.45%		
	Moderately Agree	14	31.8%		
	Agree	6	13.6%		
	Strongly Agree	4	9%		
	Total	44	100%		

Source: Research data

Majority of the workers at KCB Group limited fairly agree that they got rewarded for actions that support the vision of the organization. Details of these findings are detailed in table 4.13.

Table 4.13 Rewarding of Actions that Support Organization’s Vision

Statement				Mean	SD
I am recognized or rewarded when my actions are confirmed to be in support of the KCB Group vision	Response	Frequency	Percentage	2.82	0.48
	Strongly Disagree	11	25%		
	Disagree	0	0%		
	Moderately Agree	23	52.27%		
	Agree	6	13.6%		
	Strongly Agree	4	9%		
	Total		100%		

Source: Research data

From these statistics, it is apparent that the management of KCB Group limited has to a great extent effectively communicated the organization’s vision statement, mission statement and core values to the organization’s workforce and that employees to a great extent apply these strategic direction components in their daily operations.

4.3.2 Operationalization of the Mission

The management of KCB Group limited acknowledged that the organization’s mission statement helped the bank’s employees to figure out the organization’s purpose. There was evidence of management commitment where deliberate actions were executed towards the organization’s mission statement. Management was keen to point out recent achievements where KCB Group limited entered into the Burundi market to enable the bank be the only bank that has branches in all the East African Community member states, this being part of the KCB Group limited expansion strategy. “We have put our expansion strategy into action and that is why we have managed to have branches in the

whole of East Africa”, asserts one of the senior managers at KCB Group limited. KCB Group management was also keen to point out that KCB Group had rolled out technology products such as internet banking to enable the bank to provide banking services to customers in its diaspora. It was further observed that such technology products were only possible after KCB Group limited replaced its core banking system.

The management of KCB Group limited believed that there was need to operationalize the mission statement of the organization. From the interviews carried out, it was clear that the organization’s mission statement was operationalized though not fully. “The KCB mission statement is partially operationalized” was the response received from one of the managers at the organization. Managers were also in consensus on the fact that the organization had regular reviews of the KCB Group Limited’s progress towards its mission. Some of the managers interviewed considered the presence of strategic meetings as a key component towards this course.

Findings from the survey revealed that employees of KCB Group limited to a large extend knew and applied the organization’s mission statement to a large extend. Details of the survey findings are shown in table 4.14 and table 4.15

Table 4.14 Knowledge of Mission Statement by Employees

Statement				Mean	SD
I know the Mission statement of KCB Group	Response	Frequency	Percentage	4.5	0.69
	Strongly Disagree	0	0%		
	Disagree	0	0%		
	Moderately Agree	6	13.6%		
	Agree	10	22.7%		
	Strongly Agree	28	63.64%		
	Total	44	100%		
I can accurately recite word for word the KCB Group mission statement	Response	Frequency	Percentage	3.79	0.54
	Strongly Disagree	0	0%		
	Disagree	4	9.09%		
	Moderately Agree	16	36.36%		
	Agree	9	20.45%		
	Strongly Agree	15	34.09%		
	Total	44	100%		

Source: Research data

Table 4.15 Mission Statement Guiding Operational Decisions

Statement				Mean	SD
I am always guided by the KCB Group’s mission statement when making all operational decisions	Response	Frequency	Percentage	4.02	0.58
	Strongly Disagree	0	0%		
	Disagree	4	9.09%		
	Moderately Agree	8	18.18%		
	Agree	15	34.09%		
	Strongly Agree	17	38.63%		
	Total	44	100%		
Operational decisions that I make for KCB Group are not required to be in line with the mission of the company	Response	Frequency	Percentage	1.59	0.67
	Strongly Disagree	24	54.54%		
	Disagree	17	38.6%		
	Moderately Agree		0%		
	Agree	3	6.81%		
	Strongly Agree		0%		
	Total	44	100%		
Everyone I know at KCB Group endeavors to provide the best services to KCB Group customers	Response	Frequency	Percentage	3.02	0.47
	Strongly Disagree	0	0%		
	Disagree	9	20.45%		
	Moderately Agree	25	56.81%		
	Agree	10	22.72%		
	Strongly Agree		0%		
	Total	44	100%		

Source: Research data

Managers of KCB group limited unanimously agreed on the fact that the organization’s mission statement helped the bank and employees figure out its purpose and that the mission statement also ensured action towards the mission statement. The aspect of ensuring employees total buy-in to the mission and its goals became a debatable item and lacked consensus.

Survey findings of this study revealed that the organization’s mission statement was considered appropriate for KCB Group limited. The findings also revealed that the mission statement was not only meant for the organization’s senior management team but

for the entire workforce. Survey respondents indicated that they saw the relevance of mission statement in their daily operational work. Details of the findings are as indicated in table 4.16

Table 4.16 Relevance of Mission Statement

Statement				Me an	SD
KCB Group mission is appropriate for the bank	Response	Frequency	Percentage	4.25	0.64
	Strongly Disagree	3	6.82%		
	Disagree		0%		
	Moderately Agree	4	9.09%		
	Agree	13	29.54%		
	Strongly Agree	24	54.54%		
	Total	44	100%		
KCB Group mission statement is only meant for senior management's use	Response	Frequency	Percentage	1.5	0.57
	Strongly Disagree	28	63.63%		
	Disagree	14	31.81%		
	Moderately Agree	0	0%		
	Agree	0	0%		
	Strongly Agree	2	4.54%		
	Total	44	100%		
I do not see the relevance of KCB Group mission statement on my daily operational work	Response	Frequency	Percentage	1.86	0.61
	Strongly Disagree	26	59.09%		
	Disagree	10	22.72%		
	Moderately Agree	0	0%		
	Agree	4	9.09%		
	Strongly Agree	4	9.09%		
	Total	44	100%		

Source: Research data

As was the case with the organization's vision, it was found out that the employees of KCB Group limited believed that they fully supported the KCB Group mission irrespective of means used to achieve annual targets. This could be an indication of lack of understanding on the part of respondents that not all the means of achieving targets support the long run concern of the organization. Table 4.17 gives details of this finding.

Table 4.17 Relevance of Means to Achieving Annual Targets

Statement				Mean	SD
If I manage to achieve my annual targets regardless of how I achieve these targets, then I definitely am fully supporting the KCB Group’s mission	Response	Frequency	Percentage	2.59	0.49
	Strongly Disagree	8	18.18%		
	Disagree	21	47.7%		
	Moderately Agree	4	9.09%		
	Agree	3	6.8%		
	Strongly Agree	8	18.18%		
	Total	44	100%		

Source: Research data

When employees of KCB Group limited were faced with resource constraints, they were more likely to utilize the limited resources available for short term gains which could at times be at the expense of the long run concern of the organization. Table 4.18 gives details of this finding.

Table 4.18 Short Term Verses Long Term Considerations

Statement				Mean	SD
I would rather use the limited resources available at my disposal to raise my unit’s quarterly revenue instead of investing in potential revenue streams that are expected to yield results after over 1 year.	Response	Frequency	Percentage	3.5	0.51
	Strongly Disagree	8	18.18%		
	Disagree	0	0%		
	Moderately Agree	14	31.81%		
	Agree	6	13.63%		
	Strongly Agree	16	36.36%		
	Total	44	100%		

Source: Research data

The survey component of this study revealed that majority of the workers at KCB Group limited frequently shared stories with workmates on how the organization’s mission

statement assisted in determining what was to be done against varied options available.

Table 4.19 gives details of this finding.

Table 4.19 Sharing of Mission Stories Within the Organization

Statement				Mean	SD
We frequently share stories with fellow workmates on how KCB Group mission assisted in determining what was to be done amongst varied options	Response	Frequency	Percentage	3.27	0.48
	Strongly Disagree	0	0%		
	Disagree	12	27.27%		
	Moderately Agree	11	25%		
	Agree	18	40.9%		
	Strongly Agree	3	6.8%		
	Total	44	100%		

Source: Research data

More than half of respondents believe that the choice of functional tactics is influenced by KCB Group limited vision statement. This finding is notably different from the finding on influence of the organization’s vision on choice of functional tactics. Table 4.20 gives details of the finding.

Table 4.20 Influence of Mission on Functional Tactics

Statement				Mean	SD
The choice of functional tactics is not influenced by KCB Group mission statement	Response	Frequency	Percentage	1.82	0.62
	Strongly Disagree	17	38.63%		
	Disagree	19	43.185%		
	Moderately Agree	7	15.9%		
	Agree	1	2.27%		
	Strongly Agree	0	0%		
	Total	44	100%		

Source: Research data

Majority of the workers at KCB Group limited fairly agreed that they got rewarded for actions that support the vision of the organization. Details of these findings are detailed in table 4.21

Table 4.21 Rewarding of Actions that Support Organization’s Vision

Statement				Mean	SD
I am recognized or rewarded when my actions are confirmed to be within the mission of KCB group	Response	Frequency	Percentage	2.75	0.48
	Strongly Disagree	8	18.18%		
	Disagree	7	15.9%		
	Moderately Agree	17	38.63%		
	Agree	12	27.27%		
	Strongly Agree	0	0%		
	Total	44	100%		

Source: Research data

From these statistics, it is apparent that the management of KCB Group limited has to a great extent effectively communicated the organization’s vision statement, mission statement and core values to the organization’s workforce and that employees to a great extent apply these strategic direction components in their daily operations.

4.3.3 Operationalization of the Core Values

The management of KCB Group limited pointed out that the CEO of KCB Group limited held monthly meetings with the KCB Group limited employees at the organization’s head office. The CEO’s monthly meetings are popularly referred to as the ‘KCB Tea Break’ (KCB internal Communication, 2012) and is used to brief employees on progress towards the KCB Group limited attainment of its set targets which includes its transformation agenda or transformation journey, brief employees on recent developments, brief employees on upcoming events and use the forum to recognize outstanding achievers through snap awards such as an employee that during the month exhibited specific exemplary performance in bringing alive a specific situational KCB Group limited core value.

The management of KCB Group limited explained that more frequent meetings were held at unit level where employees shared customer service experiences and achievements at individual level. Many of the recognitions and rewards were made and celebrated during these meetings. During the interviews carried out, it became apparent that the KCB Group limited branches had more frequent team meetings at the lower level units compared to meetings held in other units across different functions of the bank.

The management of KCB Group limited agreed on the need to operationalize the organization's core values. Those interviewed further pointed out that the organization had done well at operationalizing its components of strategic direction. Trainings, culture program, snap awards and CSR activities were some of the examples put forward by those interviewed as initiatives put to operationalize the core values of the organization. Survey findings also revealed that the workers of KCB Group limited to a great extent operationalized the core values of the organization. It is also evident from the findings that employees of KCB Group limited to a great extent understand and have internalized the organization's core values. Tables 4.22 and 4.23 give details of these findings.

Table 4.22 Core Values Awareness and Internalization

Statement				Mean	SD
I know the KCB Group core values	Response	Frequency	Percentage	4.77	0.76
	Strongly Disagree		0%		
	Disagree		0%		
	Moderately Agree	2	4.54%		
	Agree	6	13.63%		
	Strongly Agree	36	81.81%		
	Total	44	100%		
I can accurately list the KCB Group core values	Response	Frequency	Percentage	4.54	0.71
	Strongly Disagree		0%		
	Disagree	6	13.63%		
	Moderately Agree		0%		
	Agree	2	4.54%		
	Strongly Agree	36	81.81%		
	Total	44	100%		
KCB Group core values are only meant for senior management's use	Response	Frequency	Percentage	1.7	0.65
	Strongly Disagree	26	59.09%		
	Disagree	13	29.54%		
	Moderately Agree	1	2.27%		
	Agree	0	0%		
	Strongly Agree	4	9.09%		
	Total	44	100%		
KCB Group core values are appropriate for the bank	Response	Frequency	Percentage	4.55	0.71
	Strongly Disagree	1	2.27%		
	Disagree	1	2.27%		
	Moderately Agree	1	2.27%		
	Agree	11	25%		
	Strongly Agree	30	68.18%		
	Total	44	100%		

Source: Research data

Table 4.23 Core Values put into Operation at the Organization

Statement				Mean	SD
I am always guided by the KCB Group's core values when making all operational decisions	Response	Frequency	Percentage	4.09	0.60
	Strongly Disagree	4	9.09%		
	Disagree	0	0%		
	Moderately Agree	7	15.9%		
	Agree	10	22.72%		
	Strongly Agree	23	52.27%		
	Total	44	100%		
I do not see the relevance of KCB Group core values statement on my daily operational works	Response	Frequency	Percentage	1.66	0.65
	Strongly Disagree	25	56.81%		
	Disagree	11	25%		
	Moderately Agree	7	15.9%		
	Agree	0	0%		
	Strongly Agree	1	2.27%		
	Total	44	100%		
Everyone I know at KCB Group endeavors to live by the KCB Group's core values	Response	Frequency	Percentage	3.32	0.48
	Strongly Disagree	0	0%		
	Disagree	8	18.18%		
	Moderately Agree	14	31.81%		
	Agree	22	50%		
	Strongly Agree	0	0%		
	Total	44	100%		
Operational decisions that I make for KCB Group are not required to be in line with the core values of the company	Response	Frequency	Percentage	1.61	0.67
	Strongly Disagree	24	54.54%		
	Disagree	17	38.63%		
	Moderately Agree	0	0%		
	Agree	2	4.54%		
	Strongly Agree	1	2.27%		
	Total	44	100%		

Source: Research data

It was however noted that the employees of KCB Group limited believed that they fully supported the KCB Group core values irrespective of means used to achieve the annual targets. This could be an indication of lack of understanding on the part of respondents that not all the means of achieving targets support the long run concern of the organization. Table 4.24 gives details of this finding.

Table 4.24 Relevance of Means to Achieving Annual Targets

Statement				Mean	SD
If I manage to achieve my annual targets regardless of how I achieve these targets, then I definitely am fully supporting the KCB Group's core values	Response	Frequency	Percentage	2.97	0.47
	Strongly Disagree	14	31.81%		
	Disagree	9	20.45%		
	Moderately Agree	0	0%		
	Agree	6	13.63%		
	Strongly Agree	15	34.09%		
	Total	44	100%		

Source: Research data

Survey findings revealed that the organization's core values did not influence the choice of functional tactics used by employees of the organization as shown in table 4.25

Table 4.25 Choice of Functional Tactics

Statement				Mean	SD
Choice of functional tactics is not influenced by KCB Group core values	Response	Frequency	Percentage	2.54	0.5
	Strongly Disagree	11	25%		
	Disagree	17	38.64%		
	Moderately Agree	4	9.09%		
	Agree	5	11.36%		
	Strongly Agree	7	15.9%		
	Total	44	100%		

Source: Research data

Management of the organization had varied opinions on whether employees enter into discussions on interpretation of the organization's core values. Some of the managers did not think that such discussions took place. Survey findings however revealed that such discussions took place among employees of the organization. The details of these finding is as shown in table 4.26

Table 4.26 Sharing of Core Values Experiences

Statement				Mean	SD
We frequently share stories with fellow workmates on how KCB Group core values assisted in determining what was to be done amongst varied options	Response	Frequency	Percentage	3.36	0.49
	Strongly Disagree	0	0%		
	Disagree	12	27.27%		
	Moderately Agree	5	11.36%		
	Agree	26	59.09%		
	Strongly Agree	1	2.27%		
	Total	44	100%		

Source: Research data

The management of KCB Group limited mentioned that there was widespread dialogue about the interpretation and application of the KCB Group core values. “We have sensitized our employees on the application of these core values through trainings and recognitions such as the simba awards” (This was in relation to the KCB simba awards given to employees that live the values of KCB Group limited). Survey findings also revealed that employees of the organization got rewarded and recognized for showing outstanding performance. Table 4.27 gives these details.

Table 4.27 Employees Recognition for Living up to the Core Values

Statement				Mean	SD
I am recognized or rewarded when my actions conform to KCB Group core values	Response	Frequency	Percentage	3.06	0.48
	Strongly Disagree	9	20.45%		
	Disagree	3	6.81		
	Moderately Agree	11	25%		
	Agree	18	40.9%		
	Strongly Agree	3	6.81%		
	Total	44	100%		

Source: Research data

When employees of KCB Group limited were faced with resource constraints, they were likely to utilize the limited resources available for short term gains which could at times

be at the expense of the long run concern of the organization. Table 4.28 gives details of this finding.

Table 4.28 Short Term verses Long Term Considerations

Statement				Mean	SD
My achievement of targets regardless of how I achieve the targets is more important if certain KCB Group values stand in the way of targets attainment	Response	Frequency	Percentage	2.75	0.48
	Strongly Disagree	0	0%		
	Disagree	26	59.09%		
	Moderately Agree	7	15.9%		
	Agree	7	15.9%		
	Strongly Agree	4	9.09%		
	Total	44	100%		

Source: Research data

There was no consensus amongst managers interviewed on whether the KCB Group core values were discussed with suppliers, distributors and business partners of the organization. Management of the organization to a larger extent pointed out that there were no such discussions. To a large extent, survey respondents however indicated that such discussions actually took place. Detailed survey finding is as indicated in the table 4.29.

Table 4.29 Core Values Discussion with Value Chain Partners

Statement				Mean	SD
I discuss KCB Group principles, purpose, and values with suppliers, distributors, and other business partners, to promote consistent high standards everywhere	Response	Frequency	Percentage	3.41	0.49
	Strongly Disagree	3	6.81%		
	Disagree	1	2.27%		
	Moderately Agree	16	36.36%		
	Agree	23	52.27%		
	Strongly Agree	1	2.27%		
	Total	44	100%		

Source: Research data

4.4 Discussion

Study findings to a large extent revealed that the components of strategic direction at KCB Group limited had been operationalized and that the Balanced Scorecard was the main tool used to operationalize the strategic direction components. Selected trainings and staff meetings were also used to communicate strategic direction expectations and encourage operationalization of the strategic direction components. The management of KCB group limited effectively communicated the organization's vision, mission and core values through the Balanced Scorecard, tracked employee performance and rewarded for actions that supported the strategic direction components. It was observed that the strategic direction components had been communicated to the organization's workforce and employees' total buy-in to the vision, mission and core values was above average. There was an above average use of all strategic direction components in the daily operations of the organization.

Though employees of KCB Group limited indicated that minimal discussions were carried out with value chain partners on its strategic direction components, the organization did not have an institutionalized framework for encouraging such discussions. Organization employees were also highly likely to pursue short term goals of the organization if faced with resource constraints.

These study findings were found to be in line with existing literature. The study findings revealed that employees of KCB Group limited understood their role in delivering the vision and mission of the organization while operating within the organizations core values and to a large extent pursued the delivery of the vision and mission. These findings confirmed that mission statements helps an organization to figure out its

purpose, and help employees work toward that goal and that if management fails to create commitment to the statement, then action toward the statement cannot occur (Brown, 1997). The findings also agreed with existing literature that the purpose of vision, is to inspire and therefore provide motivation through inspiration (Watkins, 2008). Frequent discussion about organizational values being engaging and empowering, findings were in agreement with existing literature that organization becomes a community united by shared purpose, which reinforces teamwork and collaboration. People can be more readily relied on to do the right thing, and to guide their colleagues to do the same, once they buy into and internalize core principles. And, as observed in leading companies, active consideration of core values and purpose can unlock creative potential (Kanter, 2010).

The study findings were found to agree with other strategic management related empirical studies. In a study on a strategic plan for ABSA to change ABSA into a high performance organization and enable ABSA bank move from being a good to a great financial services provider, the researcher's findings were that making smart decisions needed to happen, work ethics needed to be improved and that there was managing polarities that needed to happen. The researcher observed that it was vital that the following elements in ABSA Bank present itself to achieve the proper motivating climate for them to reach their goals; efforts, goals and expectations, unlocking potential of the team members, performance, results as outcomes, the experienced equity of outcomes, and the perceived significance of the outcomes. The researcher further pointed out that elements interact with dynamics leading to the following outcomes: aligned commitment is achieved because of the right level of knowledge, their being informed and

empowered, the level of rewards and recognition, and the level of understanding and living the shared vision, goals and value system (Alcock, 2008).

The study findings were found to be in agreement with previous studies such as Stevens (2009) who pointed out on what goes wrong when a core value such as ethical behavior is not engrained in organizations' strategy implementation. The Lehman code reflects the culture of the investment banking industry which was aggressive, competitive, and interested in adhering to regulations only when it was in their best interests to do so. In this case, their ethical code was not a strategic document and it did not influence central decision-making. A different code could not have helped the company. Codes that are not key strategic documents embedded in the culture serve primarily as window-dressing to appease stakeholders and do little to influence decision-makers (Stevens, 2009).

Fredberg, Beer, Eisenstat, Foote, and Norrgren, (2008) in their study on Embracing Commitment and Performance: CEOs and Practices Used to Manage Paradox observed that we tend to assume that great leaders must make difficult choices between two or more conflicting outcomes. In their interview study with 26 CEOs of top American and European companies (incl. IKEA, Campbell Soups, Nokia, H&M), they found out that instead of choosing between conflicting outcomes such as long-term strategy or short-term performance drivers, top tier managers argue that their role is to embrace such paradoxes to make both things happen simultaneously. The study identified the following five groups of practices that make this possible; Confronting Reality, Releasing Energy, Creating a Community of Purpose, Amplifying Leadership Impact and Shaping the Leadership Context. In their interviews with the CEOs, the CEOs talked about their strong beliefs and values and the importance of turning them into concrete practices

consistent with their espoused theories for the organization. The CEOs understood that others will not perceive their espoused beliefs as credible and that they will lose trust unless their words are translated into concrete practices aligned with their espoused values and principles. In effect, they become very action oriented. It is therefore clear that study findings on the operationalization of the components of strategic direction at KCB Group limited are greatly in agreement with such past empirical studies.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings. It then draws conclusions based on key findings. This chapter also gives recommendations based on the study findings and gives suggestions for further studies. The chapter also highlights limitations of the study.

5.2 Summary of Findings

Findings from the use of the interview guide and the use of survey questionnaires in this study resulted in findings that were to a large extent consistent with each other whereby most of the survey findings reinforced findings obtained through the use of interview guide. Before the actual data collection and data analysis begun, the researcher anticipated to get significant variances in findings on how KCB Group limited management and the non-management employees of KCB Group limited views the level and means of operationalization of the components of strategic direction.

From the case study, there was a general consensus that there is need to operationalize the components of strategic direction at KCB Group limited and that the strategic direction components at KCB Group limited were actually being operationalized. Findings from the survey revealed that the components of strategic direction had been operationalized though to varied degrees. Respondents of the survey questionnaire rated highly (mean of 4.9 with a standard deviation of 0.6) on being guided by the vision statement and core

values when making operational decisions while for mission statement, the rating came to a mean response score of 4.02 with a standard deviation of 0.58.

Based on the interviews carried out with the management of KCB Group limited, the Balanced Scorecard came out strongly as the main tool that was used to operationalize the components of strategic direction at the organization. Individual Balanced Scorecards were further reviewed and observed to contain means for communicating, operationalizing the strategic direction components. KCB Group limited also actively made use of selected trainings and staff meetings to encourage support of the organization's vision, mission and core values.

There was no formal framework for sharing the organization's core values and other strategic direction components with selected value chain partners as suggested in existing literature. Survey responses however indicated that minimal level of sharing of the strategic direction components with value chain partners occurred while the organization's management did not think that the sharing occurred.

5.3 Conclusion

The strategic direction components at KCB Group limited had been operationalized to a large extent. This finding was in agreement with existing literature on the components of strategic direction. Watson (1997) points out that if management fails to create commitment to the mission statement, then action toward the statement cannot occur. KCB Group limited had created action towards its vision, mission statement and core values. KCB Group limited used the Balanced Scorecard as its main tool to operationalize its components of strategic direction. Individual Balanced Scorecards were

used to communicate and operationalize the strategic direction components. KCB Group limited also actively made use of selected trainings and staff meetings to encourage support of the organization's vision, mission and core values.

There was no formal framework for sharing the organization's core values and other strategic direction components with selected value chain partners as suggested in existing literature. This contradicted the existing literature. Kanter (2010) prescribes that principles, purpose, and values should be discussed with suppliers, distributors, and other business partners, to promote consistent high standards everywhere. Survey responses however indicated that minimal level of sharing of the strategic direction components with value chain partners occurred while the organization's management did not think that the sharing occurred.

Findings from the use of the interview guide and the use of survey questionnaires in this study resulted in findings that were to a large extent consistent with each other. It may therefore be sufficient to adopt a single approach in carrying out such a study successfully.

5.4 Recommendations for Policy and Practice

It is recommended that organizations should periodically evaluate the level at which their organizations have operationalized their components of strategic direction and determine any gaps that may exist with the view of bridging the gaps and raising the level of operationalization of these components. It is also recommended that as an organization increasingly rely on suppliers and distributors in its value chain system, such an

organization should consider sharing its strategic direction components with its selected partners and promote consistent high standards everywhere.

Organizations should consider using the Balanced Scorecard to aid operationalizing the components of strategic direction. Organizations can use the Balanced Scorecard to communicate the strategic direction components, set targets that operationalize strategic direction components, monitor performance against set targets and reinforcing actions that achieves and exceeds set targets across the organization. Organization's annual operational plans and the long term strategic plans should all be guided by the bank's vision statement, mission statement and the bank's core values.

Findings gained through the use of the case study interview guide to a large extent tallied with the findings that resulted from the survey questionnaire. In this regard, it is recommended that unless otherwise justified, the use of an interview guide alone would be sufficient for such a case study.

5.5 Limitations of the Study

Not much strategic management literature existed on the concept of operationalizing the components of strategic direction. The study was therefore constrained to a limited amount of literature on this concept. No empirical studies on operationalization of the components of strategic direction were available for comparison and referencing.

Due to tight schedules of managers at KCB Group limited especially at top management, it took long to get interview time slots while some of the meetings got rescheduled severally. It also became difficult at times to get all data due to short time allocations for the interviews. Responses for the questionnaire were also below expectations.

With this study having adopted a case study approach in its research, the study findings may not be used for generalization purposes since the internal characteristics of KCB Group limited such as its organization culture, its strengths and weaknesses may not be the same as those of other organizations. The study findings may have also suffered misinterpretation of words and meanings which could have resulted in reduced accuracy of findings. Some of the respondents may have also withheld some information that may have drifted the accuracy of the study findings.

5.6 Suggestions for Further Study

This is the first study known to the researcher that has ever been done on the operationalization of the components of strategic direction. It is therefore suggested that similar studies be carried out on different contexts to enable comparison of findings in this area of study and enrich the existing body of knowledge in strategic management and more specifically on the components of strategic direction.

A cross-sectional survey on the operationalization of the components of strategic direction should be considered. This is because a cross-sectional survey will enable findings to be used for generalization.

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APPENDICES

Appendix I: Letter of Introduction

RE: PARTICIPATION IN RESEARCH

I am a postgraduate student pursuing a degree of Master of Business Administration at the University of Nairobi conducting a research entitled “Operationalization of the components of Strategic Direction at KCB Group Limited” as one of this degree award requirement.

In this regard, you have been selected to take part in this study as a respondent. Kindly respond to all the items to reflect your opinion and experience. Please answer all the questions freely. You will not be identified from the information you provide and no information about individuals will be given to your organization, anyone within your organization, any other organization or any other individual outside of your organization. The data collected will be used for academic use only.

Your participation is important for the success of this project and I greatly appreciate your contribution.

Yours Sincerely,

John Sirorei

Appendix II a: Management Interview Guide Questions

KCB Group Vision

1. Does the KCB Group Vision statement need to be operationalized?
2. Is the KCB Group vision statement operationalized?
 - i. How has it been Operationalized?
3. What characteristics does the vision statement hold? (Does the KCB Group Vision statement have the following characteristics?)
 - i. Effective at inspiring employees
 - ii. Motivate employees for above average effort
 - iii. Emotionally connect employees to the business
 - iv. Brings about a shared understanding and commitment among employees

KCB Group Mission Statement

- 1 Does the KCB Group mission statement need to be operationalized?
- 2 Is the KCB Group mission statement operationalized?
 - i. How has it been operationalized?
- 3 Does the KCB Group mission statement have the following characteristics?
 - i. Help bank and employees figure out its purpose.
 - ii. Ensure action towards mission statement. (Resultant management commitment)
- 4 Are there regular reviews of the KCB Group's progress toward its mission, and have employees' total buy-in to the mission and its goals?

KCB Group Core values

- 1 Do the KCB Group core values need to be operationalized?
- 2 Are the KCB Group core values currently operationalized at KCB?
 - i. How have they been operationalized?
- 3 Do the KCB Group core values have the following characteristics?
 - i. Is there **widespread dialogue** about the interpretation and application of the KCB Group values? (Enhance accountability, collaboration, and initiative)
 - ii. A **priority for leaders** invoked often in their messages and on the agenda for management discussions.

- iii. Workforce into enter conversation on values where employees are invited to **discuss or interpret values and principles** in conjunction with their peers, who help ensure alignment.
 - iv. Codified, made explicit, transmitted in writing in diverse media, and reviewed regularly to make sure people understand and remember them.
 - v. Invoke a higher purpose, a purpose beyond current tasks that **indicates service to society** which could become part of the company's brand and a source of competitive differentiation.
 - vi. Become a basis for on-going dialogue that **guides debate when there is controversy or initial disagreements** where decisions are supported by references to particular values or principles.
 - vii. **Guide choices, in terms of business opportunities to pursue or reject**, or in terms of investments with a longer time horizon that might seem uneconomic today?
 - viii. Internalized by employees where values and principles, **substitute for more impersonal or coercive rules** where they can serve as a control system against violations, excesses, or veering off course.
 - ix. Aspirational, signaling long-term intentions that **guide thinking about the future**
- 4 Do KCB Group actions reflecting values and principles, especially those difficult choices which become the **basis for iconic stories** that are easy to remember and retell, reinforcing to employees and the world what the company stands for?
- 5 Are KCB Group principles, purpose, and values **discussed with suppliers, distributors, and other business partners, to promote consistent high standards everywhere?**

KCB Group Components of strategic direction

- 1 Have the KCB Group components of strategic direction been effectively communicated to all members of the organization's workforce?
- 2 Have the KCB Group components been internalized by each individual in the workforce?

- 3 Do the KCB Group components of strategic direction influence individual day to day operational decisions?
- 4 Do the KCB Group components of strategic direction have a role in determining choice of operational tactics used?
- 5 Does the KCB Group reward system encourage alignment of daily operations to the strategic directional components of the organization?
- 6 Do the KCB Group components of strategic direction influence the organization's training and development agenda?
- 7 Do the KCB Group components of strategic direction influence the organization's resource allocation?

Appendix II b: Questionnaire

Part A. Non-Management respondent's profiles

1. Please tick category that best matches your description

a.	Sex	Male []	Female []		
b.	Age bracket	18-30 years []	41-50 years [] 31- 40 years []	Above 50 years []	
c.	Current rank in employment	Executive/senior management []	Middle level management []	Lower level management []	Non-management level []
d.	Length of employment	Less than 1 year []	1-5 years []	6-10 years []	Above 10 years []
e.	Duration in your current job role	Less than 1 year []	1-5 years []	6-10 years []	Above 10 years []
f.	Duration in your former role	Less than 1 year []	1-5 years []	6-10 years []	Above 10 years []
g.	Highest Level of educational qualification	Secondary/High school []	Certificate/Diploma/ Higher Diploma []	Undergraduate Degree []	Postgraduate Degree []
h.	Do you have an MBA Degree	Yes []	No []		
i.	Type of employment	Permanent []	Contract []		

Part B: Questionnaire for non-management respondents

To what extent do you agree with the following statements? Using the likertscale of 5 below, tick as appropriate where:

5 = Strongly Agree 4 = Agree 3 = Moderately Agree 2 = Disagree
1 = Strongly Disagree

	KCB Group Vision	5	4	3	2	1
1	I know the vision statement of KCB Group					
2	If I manage to achieve my annual targets regardless of how I achieve these targets, then I definitely am fully supporting the KCB Group's vision					
3	I am always guided by the KCB Group's vision statement when making all operational decisions					
4	We frequently share stories with fellow workmates on how KCB Group vision assisted in determining what was to be done amongst varied options					
5	I do not see the relevance of KCB Group vision statement on my daily operational works					
6	KCB Group vision is appropriate for the bank					
7	I would rather use the limited resources available at my disposal to raise my unit's quarterly revenue instead of investing in potential revenue streams that are expected to yield results after over 1 year.					
8	KCB Group vision statement is only meant for senior management's use					
9	I can accurately recite word for word the KCB Group vision statement					
10	I can't accurately recite word for word the KCB Group vision statement but I can tell the meaning in my own words					
11	Choice of functional tactics is not influenced by KCB Group vision statement					
12	I am recognized or rewarded when my actions are confirmed to be in support the of the KCB Group vision					
13	I discuss KCB Group principles, purpose, and values with suppliers, distributors, and other business partners, to promote consistent high standards everywhere					
14	I am inspired by the organization's vision statement to engage in above average efforts					
15	Everyone I know at KCB Group endeavors to provide the best services to KCB Group customers					
16	Operational decisions that I make for KCB are not required to be in line with the vision of the company					

	KCB Group Mission	5	4	3	2	1
1	I know the Mission statement of KCB Group					
2	If I manage to achieve my annual targets regardless of how I achieve these targets, then I definitely am fully supporting the KCB Group's mission					
3	I am always guided by the KCB Group's mission statement when making all operational decisions					
4	We frequently share stories with fellow workmates on how KCB Group mission assisted in determining what was to be done amongst varied options					
5	I do not see the relevance of KCB Group mission statement on my daily operational work					
6	KCB Group mission is appropriate for the bank					
7	I would rather use the limited resources available at my disposal to raise my unit's quarterly revenue instead of investing in potential revenue streams that are expected to yield results after more than 1 year.					
8	KCB Group mission statement is only meant for senior management's use					
9	I can accurately recite word for word the KCB Group mission statement					
10	I can't accurately recite word for word the KCB Group mission statement but I can tell the meaning in my own words					
11	The choice of functional tactics is not influenced by KCB Group mission statement					
12	I am recognized or rewarded when my actions are confirmed to be within the mission of KCB group					
13	I discuss KCB Group principles, purpose, and values with suppliers, distributors, and other business partners, to promote consistent high standards everywhere					
14	If I manage to achieve my annual targets regardless of how I achieve them, then I definitely am fully supporting the KCB Group's mission					
15	Everyone I know at KCB Group endeavors to provide the best services to KCB Group customers					
16	Operational decisions that I make for KCB Group are not required to be in line with the mission of the company					

	KCB Group Core Values	5	4	3	2	1
1	I know the KCB Group core values					
2	If I manage to achieve my annual targets regardless of how I achieve these targets, then I definitely am fully supporting the KCB Group's core values					
3	I am always guided by the KCB Group's core values when making all operational decisions					
4	We frequently share stories with fellow workmates on how KCB Group core values assisted in determining what was to be done amongst varied options					
5	I do not see the relevance of KCB Group core values statement on my daily operational works					
6	KCB Group core values are appropriate for the bank					
7	I would rather not use the limited resources available at my disposal to raise my unit's quarterly revenue and instead invest in potential revenue streams that are expected to yield results after over 1 year time.					
8	KCB Group core values are only meant for senior management's use					
9	I can accurately list the KCB Group core values					
10	I can't accurately list the KCB Group core values without difficulty but I can tell the meaning in my own words					
11	Choice of functional tactics is not influenced by KCB Group core values					
12	I am recognized or rewarded when my actions conform to KCB Group core values					
13	I discuss KCB Group principles, purpose, and values with suppliers, distributors, and other business partners, to promote consistent high standards everywhere					
14	My achievement of targets regardless of how I achieve the targets is more important if certain KCB Group values stand in the way of targets attainment					
15	Everyone I know at KCB Group endeavors to live by the KCB Group's core values					
16	Operational decisions that I make for KCB Group are not required to be in line with the core values of the company					